GOVERNOR'S OFFICE OF BUSINESS AND ECONOMIC DEVELOPMENT

STATE OF CALIFORNIA • OFFICE OF GOVERNOR EDMUND G. BROWN JR.

2017 Lean 6-Sigma Program

GREEN BELT PROJECT SUMMARIES

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Government Operations Agency

Department of Human Resources (CalHR)

Participants	Project Description
Green Belt: Kristi Holst, Associate Government Program Analyst **Champion:** Adria Jenkins-Jones, Chief, Selections Division **Executive Sponsor:** Katie Hagen, Deputy Director, Operations	**Problem Statement / Objective:** The average time to complete a CalHR Selection Services Project consisting of job analysis, 511B, and exam development is approximately 182 days. In a recent survey, departments cited prolonged timeframes as a reason for not contracting with CalHR for Selection Services project work. Additionally, the prolonged timeframe impacts the state's ability to hire due to the lack of eligible lists available to fill vacant positions. The Selection Division's objective is to reduce the process timeframe for Selection Services project work from start to finish so that 95% of projects are completed within 75 days for departmental specific projects. **Baseline:** Average of 182 days **Project Achievement / New Capability Analysis:** Root causes of delays and errors were determined by the team and process was simplified from 84 steps to 42 steps. The process has also been completely re-engineered, silos were eliminated, a flexible work force was created and customer project kick off meetings were implemented to set project deadlines and deliverables expectations prior to start of the project to eliminate waiting times. Once implemented, the new pilot process should take less than 75 days.

State Teachers Retirement System (CalSTRS)

Participants	Project Description
Green Belt: Vaishali Dwarka, Manager, Continuous Improvement Team, Enterprise Strategy Management **Champion/s:** Jan Spano, Director, Enterprise Strategy Management **Executive Sponsor/s:** Lisa Blatnick, Chief, Administrative Services	**Problem Statement / Objective:** It currently takes 180 days to process procurement requests including solicitation and contract execution. This causes confusion, rework, inconsistent practices, and frustration for all the parties involved. **Baseline:** Estimated 180 days including all rejections and resubmissions **Project Achievement / New Capability Analysis:** Created standards and developed a Contract Manager Handbook which greatly reduced the number of rejections and subsequent resubmittals and corresponding duplication of effort. Current capability has improved to 98% of procurement contracts processed within 90 days.

Department of General Services (DGS)

Participants	Project Description
Green Belt: Norma Kreider, Staff Services Manager I, Office of State Publishing **Champion/s:** Robin Erskine, Fulfillment Services, Office of State Publishing Noel Soliz, Printing Process Operations Supervisor, Office of State Publishing **Executive Sponsor/s:** Jerry Hill, State Printer, Office of State Publishing Mark Hines, Assistant State Printer, Office of State Publishing	**Problem Statement / Objective:** At the Office of State Publishing (OSP), physical inventory counts were not matching the Inventory Management System (IMS) inventory levels. These discrepancies affected customer confidence and goodwill. The objective of the project was to ensure that 95% of inventory counts have less than $\pm$ 1% variance. **Baseline:** 26% of physical inventory counts have a variance of more than $\pm$ 1% when compared to IMS. **Project Achievement / New Capability Analysis:** At the heart of this improvement was an improved measurement system that eliminates variation due to measurement, and a number of 5S and Visual Management techniques that included cleaning and organizing of the warehouse area, improvement of warehouse product mapping and labeling, and the generation of clear and concise Standard Operating Procedures. These improvements resulted in the team exceeding the project primary metric target with more than 97% of inventory counts now less than $\pm$ 1% variance. As a side benefit, the consolidation of fast moving products for more efficient fulfillment resulted in a 61% improvement in fulfillment times.

Transportation Agency

Department of Motor Vehicles (DMV)

Participants	Project Description
Green Belt: Aaron Smith, Senior Information Systems Analyst **Champion/s:** Aimee Booth, Manager, Administrative Services Division, Asset Management Section Jeannie Jones, Procurement and Contracting Officer, Procurement Division **Executive Sponsor/s:** Pam Mizukami, Deputy Director, Administrative Services Division	**Problem Statement / Objective:** It takes an average of over 5 days to fill a line item of an order through the DMV warehouse to get the item from storage to the shipping dock. This impacts customers who have time-sensitive shipments and also increases the need for expedited shipping which can be a significant expense. **Baseline:** 5.3 day average **Project Achievement / New Capability Analysis:** Re-engineered the order form and improved the functionality with the Oracle system. Analysts were cross-trained to be able to process any type of order, and a customer/stakeholder communication plan was created and implemented. After partial implementation, the average shipping time has reduced to under 3 days and after full implementation it is expected that 95% of all orders will ship within 2 days.

Department of Motor Vehicles (DMV) - cont

Participants	Project Description
Green Belt: Eric Suter, Project Analyst **Champion/s:** Andrew Conway, Deputy Director, Registration Operations Division **Executive Sponsor/s:** Bill Davidson, Chief Deputy Director	**Problem Statement / Objective:** The Environmental License Plate (ELP) program allows motorists the ability to order license plates with a personalized configuration. The ELP program is a collaborative effort between the DMV and the California Prison Industry Authority's (CalPIA) license plate factory at Folsom State Prison. It currently takes 100 to 120 calendar days, on average, for the DMV to process the order, receive the produced ELP back from the prison, and provide notification to the customer that their plate is ready. The objective for the project is to reduce the time to deliver 95% of plate orders within 30 calendar days or less. **Baseline:** The average time is 105 days with 0 plates delivered within 30 days (our L6S goal). **Project Achievement / New Capability Analysis:** The process was analyzed to remove waste, streamline the process and improve efficiency. A Review Committee has been removed, a second painting of Legacy Plates has been streamlined, denied plates' processing has been greatly simplified and re-designed to be more automated and Legacy plates are only painted once. The average time has been reduced to 62 days with further improvement to come as backlog is reduced and process changes are seasoned. The predicted production times are expected to reach 95% of plate orders delivered in 35 days in August 2017, with further reduction in delivery times expected as additional improvements in the DMV and CalPIA are implemented.

Department of Transportation (Caltrans)

Participants	Project Description
Green Belt: Dena Joseph, Transportation Engineer **Champion/s:** Dean Samuelson, Traffic Safety Investigations Branch Chief Duper Tong, Division of Traffic Operations **Executive Sponsor/s:** Amarjeet Benipal, Director, District 3	**Problem Statement / Objective:** To reduce the number of fatalities on the State Highway System, Caltrans investigates locations identified on the Table C reports and Monitoring Programs. These Category 1 Traffic Investigation Reports (TIR) were taking 57 person-hrs on average to complete which led to a backlog in District 5. This Leans Six Sigma Project aims to decrease the labor time required to complete a TIR without affecting the quality of the reports. **Baseline:** 46.6 labor-hours per TIR on average (District 5) **Project Achievement / New Capability Analysis:** Eliminated NVA steps and removed additional work and reviews. Standardized work and created the Form L6S. Shortened analysis write-ups and updated TIR Methodology and Collision Diagrams for TIRs with ≤ 20 Collisions. Combined investigations where feasible. New average labor time for District 5 is 19.6 hours per TIR.

Health and Human Services Agency

Department of Social Services (DSS)

Participants	Project Description
Green Belt: Colin MacDonald, Associated Governmental Program Analyst **Champion/s:** Ellie Jones, Assistant Deputy Director, Community Care Licensing Division **Executive Sponsor/s:** Pamela Dickfoss, Deputy Director, Community Care Licensing Division	**Problem Statement / Objective:** The application process for home care aide (HCA) registrants takes too long which delays help for the people in need of these services. The goal is to reduce processing times to 5 days or less for 95% of registrant applicants without a criminal background. **Baseline:** Average processing time is 26 days with 43% taking greater than 5 days. **Project Achievement / New Capability Analysis:** • Increase the use of online applications by removing barriers to online application submission and educating industry • Mitigate the lack of prior CCL relationships by automating certain application flow procedures and educating industry • Fix system errors that prevent a registration from completing • Remove process entry point through background checks • Reduce and eliminate background check errors through system enhancements and better LiveScan forms • Improve handling and resolution of Duplicate IDs, DOJ delays, rejects, and invalid applications Upon successful implementation of all improvements, the projected processing time is projected to be 4 days.

Participants	Project Description
Green Belt: Sheryl McCarthy, Associated Governmental Program Analyst **Champion/s:** Akhtar Khan, Branch Chief, Research Services Nola Niegel, Bureau Chief, CalWORKs and Food Stamp Program Estimates Bureau **Executive Sponsor/s:** Adam Dondro, Assistant Director, Horizontal Integration Pete Cervinka, Chief Deputy	**Problem Statement / Objective:** The process of reviewing data for breach of client confidentiality within the publicly-released SOC 405X Report is done in an ad hoc fashion, documented inconsistently, and the selected risk limitation method is not associated to program relevant policy, regulation, or guidance. This lack of quality and consistency given to the confidentiality evaluation process makes CDSS vulnerable to predators misusing publicly released data or our analysts over-applying mitigation tools causing data to be useless to stakeholders. **Baseline:** On average, 10% of all data cells within the publicly-released SOC 405X Report represent a potential confidentiality breach **Project Achievement / New Capability Analysis:** Confidentiality standards were developed along with an Excel-based mistake-proofing system to identify and eliminate data cells representing confidentiality risks. A pilot was run using the new process and the resulting percentage of high-risk cells within the SOC 405X Report was reduced from 10% to 0%.

Director

Labor and Workforce Development Agency

Employment Development Department (EDD)

Participants	Project Description
Green Belt: Cindy Wells, Project Manager, Service Delivery Discipline and Project Oversight, Technology Governance Division **Champion/s:** Jason Fanner, Project Services Group Manager Michelle Green, Associate Governmental Program Analyst **Executive Sponsor/s:** Gail Overhouse, Deputy Director, Information Technology Branch Greg Williams, Deputy Director, Unemployment Insurance Branch	**Problem Statement / Objective:** The total internal processing time for Information Technology consulting contracts can be lengthy, resulting in a high level of staff dissatisfaction with the services provided. The process needs to be more streamlined and efficient so that we can better support the EDD mission critical programs and services. **Baseline:** Average of 224 days and ranges up to 613 days **Project Achievement / New Capability Analysis:** Created a collaborative process that brings the necessary personnel together at the outset to assure that the scope and information are correct. Also developed checklists, instructions, and templates in order to minimize review and rework cycles. As a result, in is projected that 95% of IT non-competitive bids will be processed within 113 days.

Participants	Project Description
Green Belt: Julie Tomlinson, Manager, UI Business Process Innovation Team, Unemployment Insurance Branch **Champion/s:** Laurel Grimm, Manager, Change & Release Management Group Production Services Division, Information Technology Branch Pat Padilla, Division Chief, Unemployment Insurance Integrity and Accounting Division	**Problem Statement / Objective:** The average time to complete an ITB Service Request for returning, transferring, and new employee equipment provisioning can be lengthy, resulting in high levels of staff dissatisfaction and loss of productivity when staff must wait for needed items in order to be able to function in their jobs. **Baseline:** Average of 7 days and ranging up to 90 days **Project Achievement / New Capability Analysis:** Eliminated unnecessary involvement from IT Service Desk and eliminated rework steps by mistake-proofing IT functionality. Non value-added steps were reduced from 22 to 9. After implementation of the new process, the average completion time was reduced to less than 4 days with 76% completed in 5 days or less.

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Executive Sponsor/s:	
Gail Overhouse, Deputy Director, Information Technology Branch	

Business Consumer Services and Housing Agency

Department of Business Oversight (DBO)

Participants	Project Description
Green Belt: Subhendra Singh, Senior Examiner (Specialist) **Champion/s:** Eric Davies, Special Administrator, Finance Lenders Law Program **Executive Sponsor/s:** Edgar Gill, Senior Deputy Commissioner, Division of Corporations	**Problem Statement / Objective:** The licensing operation had significant backlogs that resulted in delays in delivering timely amendments to licensees. As a result, the operation was not consistently meeting the statutory guidelines set forth by Legislature and was not satisfying customer expectations. The objective of this project was to reduce license amendment completion time so that 95% are completed within 14 days. **Baseline:** License amendment completion time averaged 76 days with 76% completed in greater than 14 days **Project Achievement / New Capability Analysis:** The team improved license amendment cycle time through reduced intra-office wait times, elimination of rework loops, improving contingencies for missing personnel, and increasing accountability through visual management. These improvements resulted in an elimination of all backlog and significantly improved completion times which now average 1.9 days and with nearly 400 amendments completed since improvement implementation the team is pleased to report that all were finished in under 14 days.

Department of Housing and Community Development (HCD)

Participants	Project Description
Green Belt: Mitchel Baker, Codes and Standards Administrator II **Champion/s:** Shawn Huff, Division of Codes and Standards **Executive Sponsor/s:** Richard Weinert, Deputy Director, Codes and Standards	**Problem Statement / Objective:** Customer call wait time averages 20 minutes for people needing information from our division. Call abandonment increases dramatically as wait times increase to high levels. Our goal is to dramatically customer wait times without adding additional call agents to the staff. **Baseline:** 98% took of calls greater than 8 minutes to answer. **Project Achievement / New Capability Analysis:** Modified call routing to supervisors during shortage of customer care center staffing. Will be modifying call tree to address 30% of calls to operating hours and location. Most recent call data shows a reduced average wait time from 20 minutes to 10.7 minutes and more than a factor of 10 increase in the percentage of customers waiting less than 8 minutes.

Environmental Protection Agency

Department of Resources, Recycling, and Recovery (CalRecycle)

Participants	Project Description
Green Belt: Carrie Holler, Recycling Specialist **Champion/s:** George Donkor **Executive Sponsor/s:** James Nachbaur, Deputy Director, Beverage Container Recycling Program	**Problem Statement / Objective:** Currently, the average renewal application processing time is over 70 days. The goal of this project is to improve the process so that 95% of renewal applications are completed within 30 days. **Baseline:** 98% Take greater than 30 days. **Project Achievement / New Capability Analysis:** Developed a renewal application checklist with to include with application. Modified application to eliminate documents. Changed internal policy to shorten initial review time of application. As a result, the average time has been reduced from 70 days to 45 days with a 9 times increase in number of applications processed in less than 30 days.

State Water Resources Control Board (SWRCB)

Participants	Project Description
Green Belt: Katelyn McCarthy, Staff Service Analyst **Champion:** Christine Sotelo, Chief of Environmental Laboratory Accreditation Program, Division of Drinking water **Executive Sponsor:** Robert Brownwood, Assistant Deputy Director, Division of Drinking Water	**Problem Statement / Objective:** The Environmental Lab Accreditation Program, ELAP is unable to accredit all applicant environmental testing laboratories in the required time frame (90 days). The project objective is to accredit 95% of applicant laboratories in under 60 days. **Baseline:** The average completion is 171 days with 22% of accreditations complete in 60 days. **Project Achievement / New Capability Analysis:** The process was analyzed to remove waste, streamline the process and improve efficiency. A key bottleneck was identified. Missing test results and large number of assessments per staff were identified. Work was standardized and checklists developed, 16 steps were removed. A pilot implementation of the new process resulted in 95% of laboratories being completed within 60 days.

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Central Valley Regional Water Quality Control Board (SWRCB)

Participants	Project Description
Green Belt: Janelle Brown, Program Analyst **Champion:** Nichole Morgan, NPDES Program Manager **Executive Sponsors:** Adam Laputz, Assistant Executive Office	**Problem Statement / Objective:** The average time required to issue the preliminary draft for an individual NPDES permit within the Central Valley Region is 8 Months. The project objective is to reduce the time it takes from application to issuance of preliminary permit, from 8 Months to 45 Days. **Baseline:** The average permit completion time is 170 calendar days with no permits completed in under 45 days (our L6S goal). **Project Achievement / New Capability Analysis:** The process was analyzed for value and efficiency. Waste was eliminated. Total steps were decreased from 31 to 26 steps. Review steps decreased from 11 to 5 steps. Tools are scheduled for updating, offices are standardizing on the process and key steps have been moved to earlier in the process. With these improvements, the expected permit completion time is 95% within 45 days.

Department of Toxic Substances Control (DTSC)

Participants	Project Description
Green Belt: Shawn Cox, Environmental Scientist **Champion/s:** Adam Palmer, Supervisor, Enforcement and Emergency Response Program **Executive Sponsor/s:** Keith Kihara, Division Chief, Enforcement and Emergency Response	**Problem Statement / Objective:** From 2014-1016 DTSC completed about 84% of inspections within 65 days, as required by statute. The goal for this project is to complete and submit inspection reports within 30 days. **Baseline:** 49% within 30 days. **Project Achievement / New Capability Analysis:** New, simplified template developed, piloted, and implemented. Procedure changes for ensuring sampling kits are brought on all inspections. Simplified review process. New estimated average inspection report submission time should be around 13 days, with > 85% completed in less than 30 days.

Department of Toxic Substances Control (DTSC) - cont

Participants	Project Description
Green Belt: Swai Bruce Ratsamythong, Analyst, Enforcement Branch Division **Champion/s:** Maria Salomonm Supervisor, Hazardous Waste Management **Executive Sponsor/s:** Keith Kihara, Division Chief, Enforcement and Emergency Response	**Problem Statement / Objective:** Penalty assessment is a significant factor contributing to delays in enforcement. This project will significantly reduce this penalty assessment time and will greatly reduce the resources required to enforce penalties. **Baseline:** Currently it takes an average of 259 days and up to 640 days to assess a penalty for basic violations of DTSC regulations **Project Achievement / New Capability Analysis:** Process was reduced from over 50 steps to 2 steps by creating a penalty determination team that will eliminate all rework and delays in enforcement. The new process was piloted and the resulting penalty assessment time was reduced to less than 14 days.

Participants	Project Description
Green Belt: Maryam Tasnif-Abbasi, Senior Environmental Scientist **Champion/s:** Peter Garcia **Executive Sponsor/s:** Dot Lofstrom	**Problem Statement / Objective:** DTSC's Voluntary Cleanup Program (VCP) provides fee for service oversight options for parties wishing to work with DTSC to revitalize Brownfields. The time to process work plans and reports take too long according to customer surveys and interviews that result in dissatisfaction and the loss of potential voluntary projects. The objective of this project was to reduce completion times for 3 categories of work plans, including Preliminary Endangerment Assessments (PEA) so that 90% of PEA's are completed in 75 days. **Baseline:** Completion time of 3 categories of work plans range from 90% completed in 190 days to the most complex work completed in 330 days. **Project Achievement / New Capability Analysis:** The team is in the process of implementing a range of improvements, including earlier collaboration meetings with customers, mistake proofing through check lists, implementation of Key Performance Indicators, greater project Visual Management and accountability. With these improvements in place the new completion times for the least complex work plans is expected to yield 95% of plans improved in 75 days and the most complex in 150 days.

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Department of Toxic Substances Control (DTSC) - cont

Participants	Project Description
Green Belt: Julie Pettijohn, Senior Environmental Scientist Supervisor **Champion:** Janet Naito, Branch Chief, Site Mitigation and Brownfields Reuse Program (Cleanup Program) **Executive Sponsors:** Mohsen Nazemi, Deputy Director, Brownfields and Environmental Restoration Program Amilia Glikman, Chief Counsel, Office of Legal Affairs	**Problem Statement / Objective:** The timing, method, and content of California Environmental Quality Act (CEQA) consultation between the Cleanup Program & Office of Planning & Environmental Analysis (OPEA) is not well-defined, which can result in significant project delays. The objective is to reduce the project lead times from end of site characterization to a decision on a CEQA document type so that 95% are within 30 days. **Baseline:** Average of 101 days and 48% within 30 days. **Project Achievement / New Capability Analysis:** Root causes of delays and errors were determined by the team and earlier consultation with Cleanup and OPEA was identified as critical. Process checklists were designed. A pilot was run on the improved process and the results showed a reduction in average time from 101 to 30 days.

Participants	Project Description
Green Belt: Simona Balan, Senior Environmental Scientist (Specialist) **Champion/s:** Andre Algazi, Senior Environmental Scientist (Supervisor) Pollution Prevention and Technology Department **Executive Sponsor/s:** Meredith Williams, Deputy Director, Safe Products & Workplaces Program	**Problem Statement / Objective:** The process of creating a Priority Product Profile currently takes ~ 3.5 years. This limits the number of Priority Products on which SCP can work during a three-year Work Plan period. This time needs to be greatly reduced in order to create an effective program for identifying products that warrant in-depth investigation for potential risks to the public. **Baseline:** 3.5 years **Project Achievement / New Capability Analysis:** A roadmap was developed that included standardized templates and toolkits for communication, decision-making, data collection, and research. Non value-added activities were eliminated and parallel processing of work was implemented to increase efficiencies and reduce time. The new process will be piloted on the next priority product cycle—the estimated total processing time based on the new timeline should be less than 1.5 years.